

# EXHIBIT 19

**From:** Heather L. Gunnell [/O=DARTMOUTH HITCHCOCK MEDICAL CENTER/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=HEATHER L. GUNNELLCO9]  
**Sent:** 4/19/2017 3:06:49 PM  
**To:** Daniel P. Herrick [Daniel.P.Herrick@hitchcock.org]; Leslie R. DeMars [Leslie.R.DeMars@hitchcock.org]  
**Subject:** RE: REI / IVF Action Plan  
**Attachments:** REI and IVF Pro-Forma Breakdown FY17.xlsx

I added a brief staffing plan for both a complete shutdown and a rebuild. My assumption is that MBP will be refocused to Gyn U/S.

Also included the expense breakdown for the cost of keeping the lab open for 1 year.

*Heather*

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**From:** Daniel P. Herrick  
**Sent:** Wednesday, April 19, 2017 1:03 PM  
**To:** Leslie R. DeMars <Leslie.R.DeMars@hitchcock.org>; Heather L. Gunnell <Heather.L.Gunnell@hitchcock.org>  
**Subject:** REI / IVF Action Plan  
**Importance:** High

Please see attached and share your thoughts on additional action items.

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 page 5422



EXHIBIT 17  
 WIT: M. M. MCGINNIS  
 DATE: 4/30/19  
 Sunnie Donath, RPR, LCR

# **Document Produced in Native Format**

Dartmouth-Hitchcock - Lebanon  
 Women's Health Services - REI Program  
 FY2016 & FY2017 Estimate - Based on Annual PFEA Detail  
 PRO-FORMA Profit & Loss Statement

		FY17 Annualized		Proposed Actions	
	IVF (Includes Lab)	REI	Total		
<b>Gross Patient Service Revenue</b>	\$ 7,560,527	\$ 1,150,386	\$ 8,710,913		
Less Deductions	\$ 3,950,118 52.2%	\$ 639,103 55.6%	\$ 4,589,221 52.7%		
<b>Net Patient Service Revenue</b>	<u>\$ 3,610,409 47.8%</u>	<u>\$ 511,283 44.4%</u>	<u>\$ 4,121,692 47.3%</u>		
<b>Fixed Direct Expenses</b>	\$ 129,100	\$ 81,568	\$ 210,668		
<b>Variable Direct Expenses</b>					
Salaries*	\$ 1,101,993	\$ 587,809	\$ 1,689,802		
Fringe	229,897	338,829	568,726		
Medications	15,926		15,926		
Supplies	172,072	45,561	217,633		
Facility Expense	84		84		
Other Direct	235,028		235,028		
<b>Variable Direct Expenses</b>	<u>\$ 1,755,000</u>	<u>\$ 972,199</u>	<u>\$ 2,727,199</u>		
<b>Statistically Allocated Expense</b>	\$ 445,655	\$ 57,405	\$ 503,060		
<b>Contribution Margin</b>	\$ 1,280,654 35.5%	\$ (599,889) -117.3%	\$ 680,765 16.5%		
<b>Overhead</b>	\$ 306,264	\$ 196,652	\$ -		
<b>Operating Margin</b>	<u>\$ 974,390 27.0%</u>	<u>\$ (796,541) -15.8%</u>	<u>\$ 177,849 4.3%</u>		

Professional Total FTEs

\*MD, AP and RN salaries split in half - 1/2 in IVF and 1/2 REI  
 Total Lab FTEs

7.3

3.5

## IVF / REI Program Changes

Key Action Items	
1	Stop all new patient appointments
2	Refer current IVF patients to _____ effective _____
3	Refer current REI patients to _____ effective _____
4	Identify referral strategy for IVF patients
5	Identify referral strategy for REI patients
6	Develop / issue OB/GYN internal team communication
7	Develop / issue DH internal communication
8	Develop / issue DH External communication
9	Develop talking points for referral discussions with patients
10	Complete OB/GYN/LAB staffing plans
11	Develop implementation timeline and plan
12	Complete financial analysis / impact
13	Update FY18 budget

  

Current REI Patient Portfolio	
Patients in April Cycle	12
New patients - Scheduled	8
Lebanon patients for care beyond 30 April	102
New Patient Referrals - Not Scheduled	<u>28</u>
	150

## Staffing Plan

Current Staff			
Position	Name	FTE	Role
MD	Misty Blanchette-Porter	0.4	GYN US/REI
	David Seifer	1.0	REI Division Director
	Albert Hsu	1.0	REI
AP	Elizabeth Todd	1.0	GYN/REI
RN	Marticeal Lewis	1.0	REI
	Marlene Grossman - Bedford	1.0	REI
	Vacant - Lebanon	1.0	REI
Embryology Lab Staff			
Director	Navid Esfandiari	1.0 Lab/UVM Lab	
Embryologist II	Pavel Zgadilov	1.0 Lab	
Asst. Lab Supervisor	Dennis Della Cruz	2.0 Lab	
	Jennifer Blaklock	0.5 Lab	
Total REI Division FTE			
		9.9	

## Future Staff with Complete REI Shutdown

Future Staff with Complete REI Shutdown			
Position	Name	FTE	Role
MD	Misty Blanchette-Porter	0.4	GYN US
	Elizabeth Todd	1.0	GYN - Generalist division
	Total FTE Remains	1.4	
Future Staff - Rebuild			
Position	Name	FTE	Role
MD	Elizabeth Todd	1.0	Division Director
MD		0.5	REI
AP		1.0	GYN/REI
RN		2.0	REI
Embryology Lab Staff			
Director	Navid Esfandiari	1.0 Lab/UVM Lab	
Embryologist II	Pavel Zgadilov	1.0 Lab	
Asst. Lab Supervisor	Dennis Della Cruz	2.0 Lab	
	Jennifer Blaklock	0.5 Lab	
Total REI Division FTE			
		8.0	

## Lab Expenses - Carry 1 year for Rebuild

Line Description	Annual FY18 Budget
Operating Expenses	\$ -
Physician Salaries	\$ 254,707
Staff Salaries	\$ 232,209
Employee Benefits	\$ -
Medical Supplies	\$ 39,500
Professional Liability	\$ -
Occupancy	\$ -
Other Miscellaneous	\$ 13,728
Purchased Services	\$ 12,000
Other Supplies	\$ 14,488
Depreciation and Amortization	\$ -
<b>Total Operating Expenses</b>	<b>\$ 566,632</b>